



Front Range Community College PERFORMANCE PAY SYSTEM - Plan

I. Overview

The Front Range Community College (FRCC) Colorado Performance Pay System is in accordance with CRS 24-50-104(1)(c)(IV) and SB 00-211. This Plan changes the culture of state government by eliminating the longevity component of annual salary increases to incorporate a performance management system and an annual salary increase based on merit. The anticipated results include a more efficient and effective workforce.

The FRCC Performance Pay System was developed with input and feedback from classified staff. Campus classified groups under the auspices of the campus classified councils provided constructive feedback throughout the process. State personnel staff visited campuses to discuss performance management and the State pay for performance model. Human Resources staff listened to employee questions, and were instrumental in providing information to classified staff as to the specifics of the plan, how the traditional step increases would be phased out and the new plan implemented. Concerns such as the status of the salary survey, training of supervisors, general fairness issues, and appeal processes were vigorously discussed and debated.

II. Performance Planning and Evaluation Guidelines

Performance management is a system that is implemented to ensure that the performance expected from employees is identified and rewarded.

Supervisors are responsible for developing performance plans for each classified employee they supervise. Supervisors are expected to involve classified employees in the development of the performance plans and are encouraged to discuss professional growth and training opportunities. Responsibility for the completion of the performance plan is with the immediate supervisor. If a plan is not completed in a timely manner, responsibility for completion of the plan then is with the next level supervisor.

The annual rating cycle is April 1 through March 31. The planning phase of the Performance Planning and Evaluation form is due each year prior to the commencement of the April 1 rating cycle. Supervisors must complete a plan for new employees within 30 days of their hire date. A minimum of one mid-year review must be conducted and documented. Employee coaching and feedback is to be provided by the supervisor throughout the year. Year-end evaluations are to be completed no later than March 31.

The performance plan and evaluation consists of three components:

1. Core Competencies
 - Statewide uniform core competencies as defined by the State Personnel Director include:
 - Communication
 - Interpersonal Skills

- Customer Service
 - Accountability
 - Job Knowledge
2. Job Duties
 - Supervisors will be referred to employees Position Description Questionnaire to identify primary job duties.
 3. Goals

Additional components of the performance plan may include active participation in an organizational team and/or input from co-workers or other professional associates (i.e. "360 degree" feedback). At least annually, all employees will be evaluated based on their job performance during the performance cycle. Summary or abbreviated ratings ok.

Performance management plans for supervisors of classified employees will include evaluation of the supervisor's skills and proficiency concerning performance management of their support staff.

The Performance Plan consists of four possible rating levels:

Level 1 – Needs Improvement - This rating level encompasses those employees whose performance does not consistently and independently meet expectations set forth in the performance plan as well as those employees whose performance is clearly unsatisfactory and consistently fails to meet requirements and expectations.

Marginal performance requires substantial monitoring to achieve consistent completion of work, and requires more constant, close supervision. Though these employees do not meet expectations, they may be progressing satisfactorily toward a level 2 rating and need to demonstrate improvement in order to satisfy the core expectations of the position.

Level 2 – Fully Competent - This rating level encompasses a range of expected performance. It includes those employees who exhibit competency in the work behaviors, skills and assignments for the job as well as those employees who are successfully developing in the job. These employees are meeting all the expectations, standards, requirements and objectives on their performance plan and, on occasion, may exceed them. This is the employee who reliably performs the job assigned.

Level 3 – Exceeds Expectations - This rating level encompasses the accomplished performers who consistently exhibit the desired competencies effectively and independently while frequently exceeding expectations, standards, requirements and objectives of the job assigned. Their work has a documented impact beyond the regular assignments and performance objectives that directly supports the mission of the organization.

Level 4 – Meritorious - This rating represents consistently exceptional and documented performance or consistently superior achievement beyond the regular assignment. Employees make exceptional contribution(s) that have a significant and positive impact on the performance of the unit or the organization and may materially advance the mission of the organization. The employee provides a model for excellence and helps others to do their jobs better. Peers, immediate supervision, higher-level management and others can readily recognize such a level of performance.

Supervisors will provide an overall rating of each classified employee of Meritorious, Exceeds Expectations, Fully Competent, or Needs Improvement. An overall "Needs Improvement" rating shall result in a performance improvement plan or corrective action.

Employees will be evaluated and rated based upon their performance. They will not be evaluated based upon quotas to meet a predetermined number of ratings in each of the four performance levels. The performance evaluation is both numerical and qualitative.

The supervisor is responsible for planning and evaluating an employee's job performance. FRCC will follow the "chain of command" to ensure plans and evaluations are conducted according to the Performance Pay System. Sanctions for a supervisor's failure to plan and/or evaluate will be imposed against the supervisor according to The Director's Administrative Procedure P-6-2 (Attachment 1).

If the rater fails to complete a plan or evaluation, the reviewer is responsible. If the reviewer fails to complete a plan or evaluation, the next level in the chain of command is responsible until the plan or evaluation is complete. If a rating is not given, the overall evaluation is "Fully Competent" until a final rating is completed and lack of a plan or rating can be disputed.

The supervisor's supervisor (or rater's supervisor) is required to review the evaluation of the employee's performance before the evaluation is given to the employee.

If an employee moves to another appointing authority or department during a performance cycle, an interim overall evaluation shall be completed and delivered to the new appointing authority or department.

The Human Resources Office shall be the official custodian of the Performance Evaluation forms.

III. Budget Allocation and Performance Salary Adjustment Eligibility

Budget Allocation

The Appointing Authority will make performance salary adjustment decisions based on the evaluations completed by the supervisors and/or raters. The annual total compensation plan will be implemented at FRCC according to statute. Annual base and non-base building performance salary adjustments will be a percent of salary and will be effective on the statewide common date of July 1. The adjustment is based on the final overall rating. The employee must be employed on July 1 to receive payment of an adjustment. The employee's current department as of July 1 is responsible for payment of the adjustment.

The College President and Vice Presidents will determine equitable allocation of funds among divisions and will oversee the quality of the performance pay program within their divisions.

Prior to the payment of annual performance salary adjustments, the director (State Personnel Director) shall specify and publish the percentage ranges for performance levels based on the available statewide performance pay fund.

Non-base building performance salary adjustments will be paid in a lump sum in the July payroll.

Supervisors may propose, for approval by the College President, the use and award of non-salary or monetary incentives to supplement salary-based performance salary adjustments.

Performance Salary Adjustments Eligibility

Employees must receive a rating of Fully Competent, Exceeds Expectation, or Meritorious to be eligible for a performance salary adjustment. Employees rated Needs Improvement are not

eligible for a performance salary adjustment. If the final overall rating is Meritorious, the adjustment to base pay shall not exceed the grade maximum. Any portion of the adjustment amount that exceeds grade maximum shall be paid as a one time lump sum in the July payroll. If the final overall rating is not meritorious, the adjustment cannot exceed the grade maximum. If base pay is at grade maximum or in saved pay above the maximum, the employee is ineligible for a performance salary adjustment.

An employee granted an annual performance salary adjustment shall not be denied the adjustment because of a corrective or disciplinary action issued for an incident after the close of the previous performance cycle. Base building adjustments are permanent and paid as regular salary.

Agencies must specify the minimum common criteria for distinguishing performance salary adjustments. These criteria must describe how these standards reflect the department's mission and operational needs and how the requirement for consistent treatment of similarly situated employees is met. Source of funds (e.g. cash or general), method of funding (e.g., appropriated or memorandum of understanding), and length of state service shall not be criteria.

Individuals who have transferred from outside FRCC or are a new hire into the State classified system after April 1st and prior to October 1st will be eligible for a prorated annual performance salary adjustment. Individuals who have transferred from outside FRCC or are a new hire into the State classified system after October 1st will be eligible for a prorated annual performance salary adjustment not to exceed a rating of Level 2 - Fully Competent.

IV. Dispute Resolution

FRCC will utilize the dispute resolution process as prescribed by the Community Colleges of Colorado.

Employees will be notified of the Dispute Resolution Process during the planning and evaluation phases of the performance management procedure.

V. Training/Communication

In follow-up to the training sessions that were conducted throughout 1999, FRCC is committed to provide continued training sessions regarding performance management and, in particular, informational sessions on the classified Performance Pay System. Human Resources staff will continue to provide supervisors of classified staff and individuals newly hired into the State classified system instruction and documentation regarding the classified Performance Pay System. Annual training on performance management will be a component of FRCC's employee professional development with participation required by supervisory staff. Performance management training is mandatory for all raters.

VI. Plan Evaluation

The Human Resources Office shall solicit input annually from classified employees and supervisors concerning the performance management process and revise the Plan as needed.

VII. All-College Cash (Bonus) Performance salary adjustments

The College President may elect to provide all eligible classified employees with a cash bonus for reasons he or she deems justified in a manner and time of his or her choosing. To be eligible, an employee must be on the College's payroll at the time the cash (bonus) performance salary adjustment is distributed.

VIII. Performance salary adjustment Disbursement

Approved cash performance salary adjustments will be disbursed through the most appropriate College payroll process.

ATTACHMENT 1 - Colorado State Statute & Director's Procedures For Supervisor Sanctions

1) The state personnel director shall provide for the evaluation of employee performance. Each employee shall be evaluated at least once a year.

(2) The evaluation of performance shall be used as a factor in compensation, promotions, demotions, removals, reduction of force, and all other transactions in which considerations of quality of service are properly a factor.

(3) (a) A supervisor, which for purposes of this section shall include exempt supervisors of classified employees, who does not evaluate his or her subordinate employees, as provided in this section, on at least an annual basis shall be suspended from work without pay for a period of not less than one workweek.

(b) The head of each principal department and each governing board of a state-supported institution of higher education, respectively, shall determine annually on May 1 whether each supervisor has completed the mandatory performance evaluation required for each of his subordinate employees during the preceding twelve months. If any evaluations have still not been completed by July 1, the supervisor may be subject to demotion or termination. If a supervisor has not timely completed annual performance evaluations for two consecutive years, he shall be demoted to a non-supervisory position.

(c) The director shall provide by rule for implementation of this section, and nothing in this section shall be construed to limit the director from adding additional sanctions for noncompliance.

(4) The state personnel director shall monitor compliance with subsection (3) of this section and shall report the director's findings annually on January 1 to the joint budget committee of the general assembly. Said report shall include: The number of supervisors who were suspended, the number of supervisors who were demoted or terminated, and the percentage of all supervisors who acted in compliance with this section.

Director's Procedure P-6-2

Designated raters are evaluated on their performance management and evaluation of employees. Absent extraordinary circumstances, failure to timely plan and evaluate in accordance with the department's established timelines results in a corrective action and ineligibility for a performance salary adjustment performance salary adjustment. If the individual performance plan or evaluation is not completed within 30 days of the corrective action, the designated rater shall be disciplinarily suspended in increments of one workweek following the pre-disciplinary meeting.

A. The rater's evaluation of an employee must be signed by a reviewer. If the rater fails to complete an individual performance plan or evaluation, the reviewer is responsible for completion. If the reviewer fails to complete the plan or evaluation, the reviewer's supervisor is responsible, on up the chain of command until the plan or evaluation is completed as required. If a rating is not given, the overall evaluation shall be satisfactory until a final rating is completed.

ATTACHMENT 2 – Pay for Performance Review Process

The following process will be implemented by FRCC to monitor the evaluation process for all classified employees:

- 1) The Office of Human Resources will notify all supervisors in September of each year of the need to do a mid-year performance evaluation due on September 30 of each year. Communications will be distributed through the campus newsletter, email and training sessions offered in September of each year.
- 2) The Office of Human Resources will set up a tracking mechanism and delinquent notices will be sent during the first week of October of any missing or incomplete evaluations.
- 3) A review of all midyears by the Office of Human Resource will include proper signature verification, timeliness, ratings and any other relevant documentation. Any issues or discrepancies will be brought to the attention of the reviewer and correction will be required.
- 4) The Office of Human Resources will notify all supervisors in February of each year of the need to do a performance evaluation due on March 31 of each year. Communications will be distributed through the campus newsletter, email and training sessions offered in February of each year.
- 5) The second level supervisors of each position will notify the campus Vice Presidents of the initial ratings and a summary of the justification of the final review before final overall ratings are provided to employees. This will help ensure consistency and equity across campuses and departments.
- 6) The Office of Human Resources will set up a tracking mechanism and delinquent notices will be sent during the first week of March of any missing or incomplete evaluations.
- 7) The Human Resource office will perform a review of all final evaluations. The review will include proper form completion, signature verification, timeliness, ratings and any other relevant documentation. Any issues or discrepancies will be brought to the attention of the reviewer and correction will be required.

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